

TAB A

Topics for Possible Consideration by the
NSCIC Working Group

1. Studies proposed to the Working Group, on which no action was taken:



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b. Review of NIE-11 series

One of original work program proposals. Would be a review of responsiveness of present NIE-11 series to needs of high-level consumers. Intended to provide guidance to intelligence community for upcoming NIE-11 publications. Project was to be done under chairmanship of Mr. Marshall. Mr. Huizenga objected and project dropped.

c. Expected major requirements for new or different intelligence in the near-to-mid term future

One of original work program proposals. Group considered project too general in nature.

d. Survey of consumer reaction to intelligence products

A questionnaire type study to survey consumer reactions to scope, quality, timeliness and usefulness of designated products, and to identify specific areas of dissatisfaction. Group's general reaction was that questionnaires had never been very satisfactory.

e. Survey of intelligence analyst situation

Intended to respond to President's charge to upgrade intelligence analyst personnel and analyst methods. Some interest expressed by group but no action taken.

f. R&D relating to intelligence production

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g. Follow-on studies to NSSM-69 study

Marshall suggested MBFR and then one on a political type NSSM. He later defined this as NSSM-128, Nuclear Test Ban Policy. Cline suggested a study of intelligence production on NSSM-108, Review of US policy toward Latin America. No follow-on NSSM studies were approved, but group did not close door on them.

h. Study of intelligence production - an audit of the product of various elements of the intelligence community to assess professionalism, originality, degree of duplication

Hall proposed this one and suggested that four topics be explored: S&T, political intelligence and analysis, force posture estimates and analysis, and economic intelligence and analysis. Group considered project too vague and asked him to work up a terms of reference for a study of this type, which never was done.

i. Study of intelligence production on Chile

Proposed by Cline, to use analysts plus a panel of users. He also suggested Libya, but later settled for Yugoslavia.

2. Topics or areas for study identified by Mr. Marshall in various memos to this office, and in meetings.

a. In memo of 7/27/72 he listed the elements of a comprehensive product improvement program:

- programs to provide more training to analysts
- R&D programs on new methods of analysis
- quality control operations (by independent offices)
- product assessment within producing agencies
- active and aggressive effort to study consumer needs

b. A study of communication channels - why isn't the message getting through, how to channel the many unstructured channels into something definitive and collect it together.

c. Evaluation forms and polling techniques

[Note: Dr. Malkin used questionnaires and personal interviews as part of his cruise missile study. It might be useful to explore the details more fully than were covered in the report.]

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d. A recurring theme in his conversations and memos is his interest in R&D programs on new methods of analysis:

- use of outside consultants to train selected analysts in advanced analytical methodologies
- his group on decision-making (foreign)
- 25X1A9A [] was a member of this group but says it never progressed very far.
- psychologists study of the inference processes of analysts
- use of Bayesian techniques

e. His desire for different products

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- development of wrap-up products for critical areas
- presentation of products containing conflicting viewpoints
- improved treatment and communication of uncertainty from analysts to consumers

f. Consumer needs

25X1 [] He has been interested for some time in using [] program with groups of high-level consumers and also suggested trying this with the Working Group members

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g. Development of a few highly classified case studies on political/military crises which explore how the crisis management problems look to key decision makers. To be developed for training purposes.

h. An effort to examine how intelligence could more effectively assist in the design and carrying out of military demonstrations; increase its monitoring of the effects of US crisis moves.

3. Consistent Marshall complaints

a. CIA does not devote energy to finding out what particular customers really need and what they think of the product.

b. CIA doesn't tailor its products to special needs of particular negotiations - NSC interested in negotiations with other governments.

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